

# Florida Department of Health in Martin County Strategic Plan

## 2018-2022

**Published: April 2016**

**Revised: June 2020**

**Most Recently Revised June 2021**

The 2018-2022 Strategic Plan runs from  
April 1, 2018 through April 1, 2022.

## Mission

**To protect, promote and improve the health of all people in Florida  
through integrated state, county and community efforts.**



**Scott Rivkees, MD**  
State Surgeon General

**Carol Ann Vitani**  
Health Officer



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**Produced by:**  
**Florida Department of Health in Martin County**



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Updated 06/07/2021



## Summary of Revisions

Revision/Update/Review	Date	Pages	Revised by
Updated Health Officer Information	2/14/2020	Entire Plan	Robert King/PMQIC
Revised revenue and FTEs	2/14/2020	11	Robert King/PMQIC
Revised due dates for 1.1.1, 1.1.2, 1.3.1 (sustain)	2/14/2020	18	Robert King/PMQIC
Revise Martin County Health Status summary	2/25/2020	10-12	Robert King/PMQIC
Updated assessment	3/3/2020	Entire Plan	Robert King/PMQIC
Updated meeting schedule	3/17/2020	13	Robert King/PMQIC
Updated Pest Analysis	3/23/2020	16	Robert King/PMQIC
Update Mission, Vision, and Values new graphic	3/24/2020	1	Robert King/PMQIC
Background & Overview- revise with 2018 Chart data	3/24/2020	2-4	Robert King/PMQIC
County Health Status Report updated to 2018 data	3/25/2020	4-5	Robert King/PMQIC
Strategic Priorities updated per 2020 Progress Report	3/25/2020	15-18	Robert King/PMQIC
Objectives updated per 2020 Progress Report	3/25/2020	19-22	Robert King/PMQIC
Distribution to PMQIC for final review/approval	3/26/2020	Entire Plan	Robert King/PMQIC
Added start and end months of the plan to the title page.	6/16/2020	Cover Page	Robert King/PMQIC
PHAB 5.3.2.A.d Planning Considerations added	6/17/2020	9-10	Robert King/PMQIC
Added subcategories to SWOT analysis	6/17/2020	14	Robert King/PMQIC
Added Review process/summary of objective revisions	6/17/2020	20	Robert King/PMQIC
Added baseline value and date in objectives	6/17/2020	21-24	Robert King/PMQIC
Added SHIP and Agency PMQI to objective alignment	6/19/2020	21-24	Robert King/PMQIC
Target dates for all objectives were extended to April 2022	6/7/2021	20-28	Patsy Lindo-Wood
Objective 2.1.4 was revised- metric discontinued in CHARTS	6/7/21	20	Patsy Lindo-Wood
Correction made to objective 2.1.5	6/7/21	20	Patsy Lindo-Wood
Correction made to objective 3.1.4	6/7/21	21	Patsy Lindo-Wood



## Mission, Vision, and Values

Public Health Accreditation Board (PHAB) 5.3.2A. a: The strategic plan must include the health department's mission, vision, and guiding principles/values for the health department.

The strategic planning process begins with establishing the agency vision, mission and guiding values as depicted in Figure 1.

**Figure 1**  
**Mission Vision Values**





## **Background and Overview**

In an environment of increasing demands and limited resources the Florida Department of Health in Martin County (DOH-Martin) has determined that success of its strategic plan is contingent on fostering a workforce of public health professionals, developing strategic partnerships and focusing resources on critical operational requirements.

DOH-Martin's strategic plan provides a unified vision and framework for action over the next three years. As part of a larger performance management system for the Florida Department of Health, the agency strategic plan allows us to identify critical local issues that must be addressed to protect, promote and improve the health of residents of Martin County. The agency strategic plan ensures alignment to the state plan by developing strategies, goals and objectives in the strategic areas of health equity, long healthy life, effective agency processes and regulatory efficiency.

### **Background**

Public health touches every aspect of our daily lives. Public health aims to provide the maximum benefit for the largest number of people. It is what we do collectively to assure conditions in which people can be healthy. Public health is a well-established science that has been in practice for hundreds of years. It is based upon the social, behavioral, environmental, biological, and socioeconomic factors that impact population-wide health.

The over-arching goal of public health is to protect and improve the health of communities through education, promotion of healthy lifestyles and research for disease and injury prevention. Through research, surveillance and data analysis, we develop programs and policies that protect the health of the entire community.

Our environmental scan identifies several challenges which impact improving the health of Martin County residents. These challenges include the diversity of our population, threat of infectious diseases, rise in chronic diseases, the threat of natural and manmade disasters, funding constraints, political changes and changes to healthcare laws.

Throughout 2019 DOH-Martin was engaged with mitigating a Hepatitis A outbreak in Martin County by establishing an objective of vaccinating 80% of Martin County's high-risk population for Hepatitis A. DOH-Martin is currently under a declared state of emergency order for Coronavirus Disease 2019 (COVID-19); our response consist of stopping the introduction of the COVID-19 virus, protecting the elderly, increase testing for COVID-19, enforcing social distancing messaging and preparing for a medical surge.

### **Demographics**

The total population in Martin County as indicated in Table 1 is 155,705. Martin County is an affluent community on the Treasure Coast. The population under 18 years of age and the population category of 18-64 years of age is below state averages; while the population of 65 plus is above state averages. Minorities in all categories are below state averages, poverty level in the county is below state averages, medium income, unemployment and education rates in Martin County are above state averages. Healthy weight and reduction of tobacco use remain priorities in Martin County.



**Table 1**  
**Martin County Demographics, Obesity, Tobacco (Florida CHARTS)**

2018 County Health Status Summary Report: Martin County			
Indicator	Year(s)	Measure	County
<b>Socio-Demographics</b>			
Total county population	2018	Count	155705
Population under 18 Years Old	2018	Count	25720
Population 18-64 Years Old	2018	Count	82583
Population 65+ Years Old	2018	Count	47402
Population - White	2018	Count	140746
Population - Black	2018	Count	8726
Population - Other	2018	Count	6233
Population - Hispanic	2018	Count	21432
Population - Non-Hispanic	2018	Count	134273
Median income (in dollars)	2014-18	Dollars	57959
Population below 100% poverty	2014-18	Percent	10.5
Percentage of civilian labor force which is unemployed	2014-18	Percent	5.3
Population 5+ that speak English less than very well	2014-18	Percent	5.7
Population over 25 without high school diploma or equivalency	2014-18	Percent	9.5
<b>Overweight and Obesity</b>			
Adults who have a healthy weight	2016	Percent	43.5
<b>Tobacco Use and Exposure</b>			
Adults who are current smokers	2016	Percent	10

Table 2 reflects Martin County’s access to care, diabetes and infectious diseases. While Martin County’s averages are below state’s averages in these areas we can see disparities in health status, diabetes and infectious diseases being disproportionate within minority populations.

**Table 2**  
**Martin County, Access to Care, Diabetes, Infectious Disease (Florida CHARTS)**

2018 County Health Status Summary Report: Martin County			
Indicator	Year(s)	Measure	County
<b>Health Status and Access to Care</b>			
Adults with health insurance coverage	2014-18	Percent	88.5
Total Licensed Florida Family Practice Physicians (FP - FAMILY PRACTICE)	2015-17	Per 100,000 population	16.3
Total Licensed Florida Dentists	2015-17	Per 100,000 population	87.5
Total hospital beds	2016-18	Per 100,000 population	292.7
Adults who received a flu shot in the past year	2016	Percent	35
Adults who have ever received a pneumonia vaccination	2016	Percent	37.9
<b>Diabetes</b>			
Diabetes age-adjusted death rate	2016-18	Per 100,000 population	13.2
Diabetes age-adjusted hospitalization rate	2016-18	Per 100,000 population	1504.2
Amputation due to diabetes age-adjusted hospitalization rate	2016-18	Per 100,000 population	17.3
<b>Reportable &amp; Infectious Diseases</b>			
AIDS cases	2016-18	Per 100,000 population	3.9
Campylobacteriosis	2016-18	Per 100,000 population	29.4
Chlamydia cases	2016-18	Per 100,000 population	225.2
Cryptosporidiosis	2016-18	Per 100,000 population	3.7
Gonorrhea cases	2016-18	Per 100,000 population	37.5
Hepatitis A	2016-18	Per 100,000 population	0.7
Hepatitis B, acute	2016-18	Per 100,000 population	2.4
Hepatitis B, chronic	2016-18	Count	71
HIV cases	2016-18	Per 100,000 population	7.4
HIV/AIDS age-adjusted death rate	2016-18	Per 100,000 population	1.9
Infectious syphilis cases	2016-18	Per 100,000 population	4.6



Reflected in Table 3, early entry into prenatal care, repeat births to mothers 15-19 and unintentional injuries are below state averages and remain priorities for DOH-Martin.

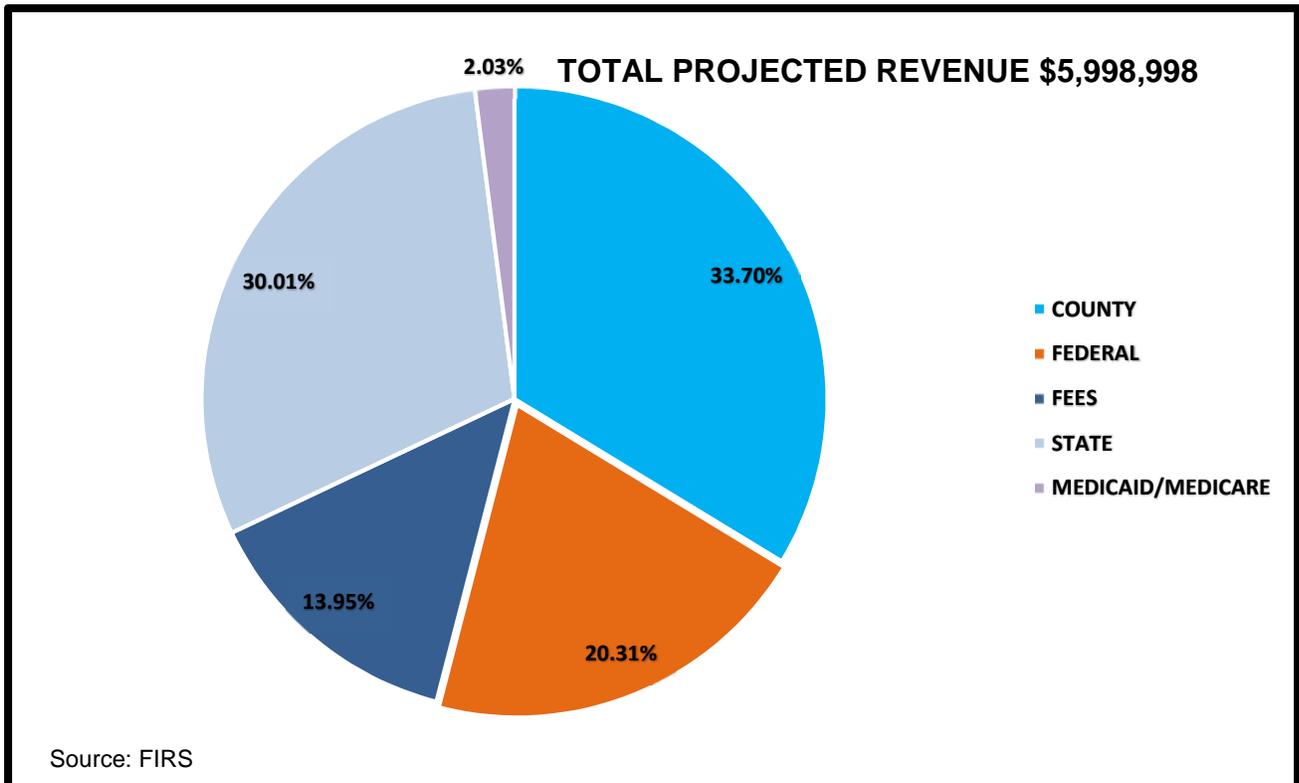
**Table 3**  
**Martin County, Child Health, Injuries, Social Environment (Florida CHARTS)**

2018 County Health Status Summary Report: Martin County			
Indicator	Year(s)	Measure	County
<b>Maternal, Infant &amp; Young Child Health</b>			
Early prenatal care (care began 1st trimester)	2016-18	Percent	73
Births to teens 15-19	2016-18	Per 1,000 females 15-19	16.5
Repeat births to mothers 15-19	2016-18	Percent	15.4
Mothers initiating breastfeeding at birth	2016-18	Percent	85.5
Kindergarten children fully immunized	2016-18	Percent	92.6
<b>Unintentional Injuries</b>			
Unintentional injuries age-adjusted death rate	2016-18	Per 100,000 population	63.3
Motor vehicle crash age-adjusted death rate	2016-18	Per 100,000 population	15.5
<b>Social and Physical Environment</b>			
Criminal homicide (Murder)	2016-18	Per 100,000 population	2.2
Domestic violence offenses	2016-18	Per 100,000 population	374.6
Suicide age-adjusted death rate	2016-18	Per 100,000 population	18.4

### Budget and Revenue

Financial resources for the Florida Department of Health in Martin County are provided through multiple sources. These include fees, grants, and budget allocations from the County, State, and Federal governments as shown in Chart 1.

**Chart 1**  
**PROJECTED REVENUE BY SOURCE FY 2019/2020**

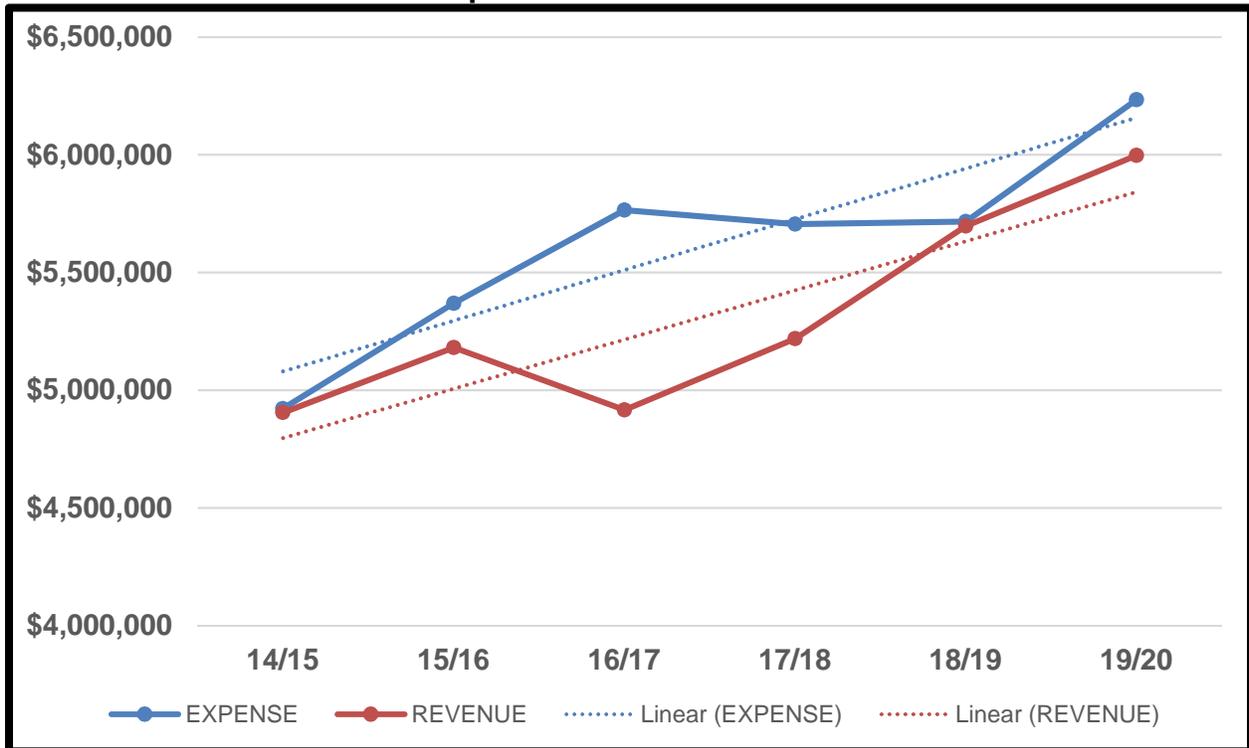




## Budget and Revenue (Cont'd)

Some of the budget and revenue changes affecting our services and programs in Martin County include an increased allotment for health insurance and increases in funding for the Hepatitis A Immunization initiative. The graph below represents our revenue and expense relationship over the past five years and budget projections for the current fiscal year. The corresponding dashed lines represent the moving average of these values, which smooths out fluctuations in data and shows the pattern or trend more clearly. As illustrated, the expenses and revenues are moving at the same rate however, expenses are exceeding revenues which reflects our efforts to reduce our cash balance.

**Graph 1**  
**The Florida Department of Health in Martin County**  
**Revenue and Expenses SFY 2014/2015 – SFY 2019/20**



Source: Level 3 by Category Report for historical data FIRS Budget Module for FY 19



## Programs and Services

**Some of the most effective strategies for improving public health** include policies and programs that shape the environment and create opportunities for healthier behaviors. This is the basis for the Florida Department of Health in Martin County commitment to providing the highest standards of public health through the following core functions and services:

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### Environmental Health

We protect the health of the community by monitoring and regulating environmental activities which may contribute to the occurrence or transmission of disease by ensuring safe drinking water, safe food, proper sewage disposal, clean swimming pools, as well as conducting complaint investigations and enforcing public health laws.

### Communicable Disease and Epidemiology

We protect the health of the community through the surveillance, monitoring, and prevention of infectious and communicable diseases. Activities include investigating contagious disease cases and outbreaks, sexually transmitted infections (STI) detection and control, AIDS/HIV treatment and education, immunizations, and tuberculosis (TB) control.

### Public Health Preparedness

We partner with the local healthcare system, emergency management, government, and the community on preparedness and response to natural and man-made disasters. The preparedness effort focuses on developing critical capabilities necessary for an effective disaster response to keep the community safe and to minimize loss.

### Community Health Promotion

We plan and implement programs to promote healthy behaviors and reduce chronic disease through education, community outreach, and collaborative partnerships.

### Health Equity

We strive to reach health equity in our county. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical and contemporary injustices, and the elimination of health and health care disparities.

### Clinical Services

We have a variety of services for expecting moms, newborn babies, infants and toddlers, school-aged children, adolescents, and adults. Our services are provided by highly qualified physicians, nurses, social workers, and other health care providers.

### Vital Statistics

We maintain Florida birth and death records locally and can assist with birth, death, marriage, and divorce records for all fifty states. Using data collected by our office, we can assist the state with tracking causes of morbidity and mortality— two main indicators of health status.

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## Planning Summary

PHAB 5.3.1.A.b: Documentation must include a summary or overview of the strategic planning process, including the number of meetings, duration of the planning process, and the methods used for the review of major elements by stakeholders. Steps in the planning process must be described. Examples of descriptions for steps include: opportunities and threats analysis, environmental scanning process, stakeholder analysis, story-boarding, strengths and weaknesses analysis, and scenario development.

### The Strategic Planning Process

DOH-Martin's strategic planning team is made up of the Strategic Leadership Team (SLT) and select members of our Performance Management and Quality Improvement Council (PMQIC) which consists of the county health department administrator, program office directors, quality improvement (QI) lead, strategic plan lead and community health improvement (CHIP) plan lead. The duration of the planning progress and review process consisted of 11 meetings and 2 workshops. During the meetings the SLT reviewed key findings from the state and county health improvement plans and identified agency strengths, weaknesses, opportunities and threats (SWOT analysis). Based on these findings the SLT oversaw the development of the agency strategic plan. Progress will be assessed quarterly and annually during the PMQIC meetings.

The planning process incorporated every level of the organization through the PMQIC to encourage innovative concepts for the development of strategies, goals and objectives which address critical Martin County issues in each of the five strategic areas of our balanced score card; health equity, long healthy life, effective agency processes and regulatory efficiency. This plan contains the revisions from the February 12, 2020 PMQIC meeting and the DOH-Martin 2019 Strategic Plan Progress Report.

DOH-Martin 2018-2022 Strategic Plan is aligned with the Florida State Health Improvement Plan, Martin County's 2016 Community Health Improvement Plan and our agency's Quality Improvement (QI) Plan. The purpose of this plan is to assist our organization in establishing priorities and to better serve the needs of Martin County. We believe that the strategic plan is flexible and practical and serves as a guide for us to implement programs, evaluate how these programs are doing, and adjust when necessary.

The three Core Functions of Public Health and the Essential Public Health Services are key to the purpose of this plan. The Essential Public Health Services describe the public health activities that should be undertaken in all communities. The Essential Services provide a working definition of public health and a guiding framework for the responsibilities of local public health systems.

✓ **Assessment:**

- Monitor health status to identify and solve community health problems.
- Diagnose and investigate health problems and health hazards in the community.
- Inform, educate, and empower people about health issues.

✓ **Policy Development:**

- Mobilize community partnerships and action to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.



✓ **Assurance**

- Enforce laws and regulations that protect health and ensure safety.
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- Assure competent public and personal health care workforce.
- Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
- Research for new insights and innovative solutions to health problems.

As the local representative of the Florida Department of Health, activities conducted by DOH-Martin align to the Department's single mission, vision and shared values. The relationship between DOH-Martin and Martin County is another guiding factor that helps us identify the specific public health needs of our county. It is the purpose of this plan to incorporate the core functions of public health and essential public health services into the agency's strategic plan to meet the public health needs of our community. Focus will be on the Department's five priority goals over the next three years. These priorities are on schedule to be accomplished and will be tracked and reported throughout the process.

## Planning Considerations

PHAB 5.3.2.A.d: The strategic plan must consider capacity for and enhancement of information management, workforce development, communication (including branding), and financial sustainability.

DOH-Martin approached the strategic planning process with the following guiding principles:

- Health equity is part of every public health activity.
- Children, adults, and families are at the center of public health activities.
- Individuals, families, businesses, schools, civic organizations, faith-based groups, and local government are responsible for child, adult, family, and community health.
- Social determinants dominate health outcomes.
- Interventions to promote public health are evidence-based and supported by the community.
- Veterans particularly deserve support.

In preparation for the strengths, weaknesses, opportunities, and threats (SWOT) analysis, staff from DOH-Martin summarized and presented information from the sources listed on page 13 to the performance management council. The performance management council reviewed the findings and conducted a SWOT analysis based on the findings. The discussion included consideration of infrastructure and capacity required for efficiency and effectiveness including:

- Information management
- Communication (including branding)
- Workforce development and financial sustainability

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The SWOT analysis discussion also included the identification of external trends, events, and other factors that may impact community health or the health department. See all identified strengths, weaknesses, opportunities, and threats on page 14.

Performance management council members then used the SWOT analysis, the Agency Strategic Plan, and the agency mission, vision, and values to choose strategic priority areas and goals. Staff then worked with program managers and their staff to write and revise strategies and objectives for each goal area. The strategies and objectives were then routed back to the performance management council for comment and approval.

The following is the strategic planning schedule of meetings to establish the progress of strategic objectives for 2021 and revisions for plan extension to 2022.

Meeting Date	Meeting Topic
2/12/2020	Quarterly PMQIC review of progress of strategic objectives for 2019
2/18/2020	Strategic Leadership Team updates for 2020 strategic plan revisions
7/8/2020	Quarterly PMQIC review of progress of strategic objectives
10/14/2020	Quarterly PMQIC review of progress of strategic objectives
1/13/2021	Quarterly PMQIC review of progress of strategic objectives for 2020
5/12/2021	Quarterly PMQIC review of strategic objectives; plan extended to 2022

DOH-Martin staff monitor strategic plan objectives through implementation plans. A designated PM Champion collects these plans which include quarterly/annual data values on indicators and sub-indicators along with a status of completion (on track, not on track, complete, not complete or decision required). The PM Champion enters data into the department’s online plan tracking system and generates reports that the DOH-Martin Performance Management Council participants use as a reference when the strategic plan is discussed.



## Strategic Planning Participants

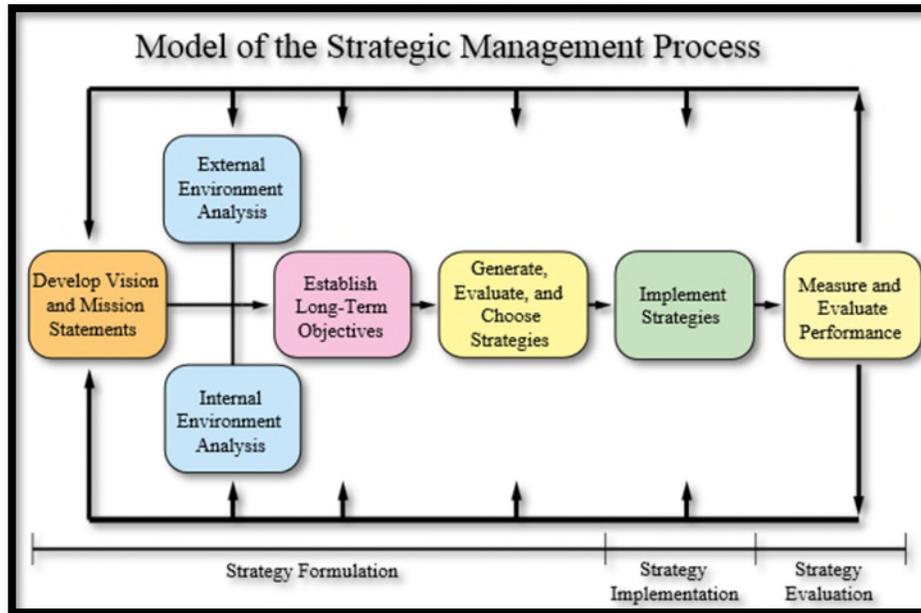
PHAB 5.3.1.A.a: The strategic plan must include a list of individuals who participated in the strategic planning process and their titles. Participants must include various levels of staff as well as representatives of the health department’s governing entity.

<b>Florida Department of Health in Martin County Strategic Planning Participants 2021</b>	
Carolann Wegener-Vitani, R.N., B.S.	Health Officer
Kim Tuero	Sr. Community Health Nursing Supervisor
Leah Bowzer, R.D., L.D.	Public Health Services Manager (WIC)
Dr. Maryann Cabrera	Medical Director
Shirley Watkins	Administrative Services Director
Renay Rouse	PIO, Accreditation and CHIP Liaison
Robert King, MBA	Quality Improvement and Strategic Plan Lead
Todd Reinhold	Environmental Health Manager
Carol Pilzer	Gov. Operations Consultant II
Sheryl Powell	Human Resources Liaison
Tania Gonzalez	Health Information Specialist Supervisor (Medical Records)
Nicholas Clifton	Environmental Supervisor I
Susan Davie-Kunda	PH Nutritionist Supervisor
Jennifer Furtwangler	Health Services Manager (HS)
Laura McBride	School Health Supervisor
Kimberly McClain	Records Specialist Coordinator (Vitals)
Wayne Mellor	Accountant II
Patricia Russo	Fiscal Assistant II
Shauna Young	Sr. Community Health Nurse

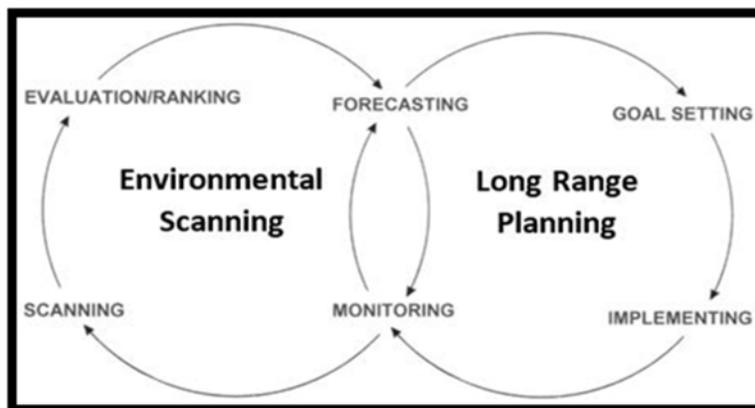
## Political, Economic, Social and Technological (PEST) Analysis

DOH-Martin utilized a five-step strategic planning process as shown in Figure 3. From this analysis, we establish our long-term objectives and strategies. Our plan is then implemented and monitored for success.

**Figure 3 – Strategic Planning Process**



Environmental scanning as depicted in Figure 4 is the process of taking stock and thoroughly examining both the internal and external context in which an organization is situated. Environmental scanning enables decision makers to understand both the external environment and the interconnections of its various sectors and to translate this understanding into the organization’s planning and decision-making processes. It is a macro and micro exploration of the organization, using multiple lenses, to look at the same information or situation to gain a more complete picture beyond felt needs and opportunities. The environmental scanning consisted of an analysis of the political, environmental, socioeconomic and technological (PEST) influences of change.





## Summary of PEST Analysis

The political environment consists of political changes of the 2018 midterm elections and potential changes of 2020 elections. We can expect to see changes to healthcare law and statewide managed care. We are continuing to redefine the role of the County Health Department in providing services with focus on public health, preparedness and process improvement initiatives. Throughout 2019 DOH-Martin was engaged with mitigating a Hepatitis A Outbreak by establishing an objective of vaccinating 80% of Martin County's high-risk population for HEP-A. DOH-Martin is currently under a declared state of emergency order for Coronavirus Disease 2019 (COVID-19); our response consist of stopping the introduction of the COVID-19 virus, protecting the elderly, increase testing for COVID-19, enforcing social distancing messaging and preparing for a medical surge.

The scope and complexity of current health problems present formidable challenges for Martin County. Many issues confront the state and county in meeting the health needs of its residents and visitors. These include the growth and diversity of Florida's population, the threat of infectious diseases, substance abuse, adult and child obesity and the threat of natural or man-made disasters. Also, of critical importance is addressing the wide disparities in health status, with minority populations bearing a disproportionate burden of disease. We use community-focused strategies to provide the tools, planning support and policy direction communities need to address the challenges presented by a broad spectrum of public health issues.

### **The following data sources were used for our environmental scan:**

- Revised 2019 Martin County Community Health Assessment
- 2017 State Health Assessment
- 2017-2021 Florida State Health Improvement Plan
- 2016-2020 Martin County Community Health Improvement Plan (CHIP)
- 2016-2020 Florida Department of Health (DOH) Strategic Plan
- 2018-2021 DOH-Martin Strategic Plan
- 2016-2021 Florida State Health Improvement Plan
- 2017 Organizational Culture of Quality Self-Assessment
- 2017 Public Health Workforce Interest and Needs Survey
- 2018 Snapshot Standards and Measures Fact Sheet
- 2018 County & State Health Summaries (FL CHARTS)
- 2018 County & State Healthiest Weight Profile (FL CHARTS)
- 2018 County & State Minority Health Profile (FL CHARTS)
- 2018 County & State Population-Specific Profiles (FL CHARTS)



## Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

PHAB 5.3.2.A.e-f: The strategic plan must include the identification of external trends, events, or other factors that may impact community health or the health department

### Strengths (Internal)

*We want to maintain and leverage strengths.*

Agency Infrastructure:

- Knowledgeable, dedicated staff
- Improved processes and efficiencies

Capacity:

- Strong Epidemiology department
- Robust public information

Emerging Trends:

- Automated disease control systems
- QI culture and performance Management

Other:

- Staff are cross-trained
- Longevity of employment
- Increased focus on customer service

### Opportunities (External)

*We want to invest in opportunities.*

Agency Infrastructure:

- Accreditation process for continuous QI
- Use of technology and social media

Capacity:

- Collaboration & community partnerships
- Development of programs to address chronic and infectious disease

Emerging Trends:

- Focus on social determinants of health
- Focus on emerging diseases

Other:

- Increase opportunities in Environmental Health
- Integrated approaches to aid in data collection

### Weaknesses (Internal)

*We want to minimize weaknesses.*

Agency Infrastructure:

- Staff development and training
- Barriers to internal communication

Capacity:

- Staff shortages
- Limited resources

Emerging Trends:

- Increasing administrative requirements
- Limited funding streams

Other:

- Barriers affecting employee engagement
- Succession planning

### Threats or Challenges (External)

*We want to identify threats or challenges that need to be addressed and understand their potential impact.*

Agency Infrastructure:

- Unfunded requirements
- Decreases in revenue

Capacity:

- Undocumented population
- Disasters

Emerging Trends:

- Access to care
- Emerging diseases

Other:

- Increasing public health requirements
- Loss of staff due to pay inequities

# Florida Department of Health in Martin County 2018-2022 Strategic Plan



The strategy map in Table 4 aligns DOH-Martin’s strategic priorities with the State strategic plan, agency Quality Improvement plan and the County’s CHIP. An annual review was complete by the Strategic Leadership Team (SLT) and the PMQIC during our February 12, 2020 meeting. The below strategy map is the basis for the 2018-2022 Strategic Plan.

### Table 4 - DOH-Martin Strategy Map



# DOH-Martin Performs



## Strategic Priorities

PHAB 5.3.2.A.b: The strategic plan must include the health department’s strategic priorities and goals.

### Priority 1: Health Equity

**Goal 1.1:** Ensure Martin County communities will have opportunities to achieve healthier outcomes.

Strategy	Objective
 1.1.1 Reduce racial disparity in infant mortality	By 3/31/2022 DOH-Martin will increase the number of women beginning prenatal care in the 1 <sup>st</sup> Trimester from 73% in 2018 to 74% (FL. Charts Birth Rate Per 1000 Total Population by Year of Birth by Trimester Prenatal Care Began). <b>Lead: Community Health</b>
 1.1.2 Reduce health gaps	By 3/31/2022 DOH-Martin will promote model policies and practices with focus on eliminating health gaps by increasing Public Health and promotional events from 6 events per calendar year in 2020 to 8 events per calendar year. <b>Lead: PIO/Community Health</b>
1.1.3 Improve workforce awareness of Health Equity	By 3/31/2022 DOH-Martin will increase the number of new employees completing social determinants of health training from 90% in 2020 to 100%. <b>Lead: HR Training and Development</b>

Symbols indicate that the strategy/objective is one of the seven agency priority objectives.

# DOH-Martin Performs



## Priority 2: Long, Healthy Life

**Goal 2.1:** Increase healthy life expectancy, including the reduction of health disparities to improve the health of all groups in Martin County.

Strategy	Objective
2.1.1 Provide diabetes and prevention education classes target to low socioeconomic residents in Goldengate Community.	By 3/31/2022, DOH-Martin will establish a new diabetes education and prevention program and provide 4 classes per year and reach total of 75 residents in the Goldengate community. <b>Lead: Community Health</b>
2.1.2 Provide nutrition and cooking classes to encourage adults at the Indiantown KinDoo Center to adopt healthier food choices.	By 3/31/2022, DOH-Martin will sustain nutrition education classes at the current level of 19 Health Ambassadors in 2020 who are participating in adopting healthier food choices at the Indiantown KinDoo Center. <b>Lead: Community Health</b>
2.1.3 Offer oral health education and screenings for children in grades Kindergarten, 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> to prevent dental caries.	By 3/31/2022, DOH-Martin will sustain the number of oral health education and screenings services for children in grades Kindergarten, 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> at 1800 services provided in 2019. <b>Lead: Dental Sealant Program</b>
 2.1.4 Reduce child passenger injury rate.	By 3/31/2022, DOH-Martin will decrease the rate of Child passengers ages 1-4 injured in motor vehicle crashes in Martin County from the rate of 70.9 in 2019 to 67.36. (FL. Charts count child passengers ages 1-4, 3-Year Rolling). <b>Lead: Environmental Health Program Office</b>
 2.1.5 Reduce HIV incidence	By 3/31/2022, decrease the number of HIV cases in Martin County rate of 9.0 in 2018 to the rate of 8.6 (Fl. Charts). <b>Lead: HIV Program Office</b>

Symbols indicate that the strategy/objective is one of the seven agency priority objectives.

# DOH-Martin Performs



## Priority 3: Readiness for Emerging Health Threats

**Goal 3.1:** Demonstrate readiness for emerging health threats in Martin County.

Strategy	Objective
 <p>3.1.1 Increase vaccination rates for children</p>	<p>A. By 3/31/2022, DOH-Martin will sustain the number adolescent health TDAP immunizations at 230 immunizations provided in 2019. <b>Lead: Immunization</b></p> <p>B. By 3/31/2022, DOH-Martin will sustain the number of (13-17 years of age) who have completed the first dose of the Human Papilloma Virus at 20.5% in 2019. <b>Lead: Immunization</b></p>
<p>3.1.2 Strengthen Epidemiology (EPI) Disease Control network and communication</p>	<p>By 3/31/2022, DOH-Martin will increase the number of SMART expectation measures for our EPI program from 7 in 2019 to 8. <b>Lead: EPI Program Office</b></p>
 <p>3.1.4 Decrease inhaled nicotine use among adults in Martin County</p>	<p>By 3/31/2022, DOH-Martin will decrease the number of adults who are current smokers in Martin County from 10% in 2016 to 9 %. (FL. Charts, Martin County Behavioral Risk Factors). <b>Lead: Tobacco Free Partnership of Martin county</b></p>

Symbols indicate that the strategy/objective is one of the seven agency priority objectives.

# DOH-Martin Performs



## Priority 4: Effective Agency Processes

**Goal 4.1:** Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices and effective use of technology.

Strategy	Objective
4.1.1 Produce a workforce development plan	By 3/31/2022, DOH-Martin will create and implement a workforce development plan that contains the necessary requirements from the Public Health Accreditation Board listed in Standards 8.1 and 8.2. <b>Lead: HR Training and Development</b>
4.1.2 Ensure balanced operational budgets	By 3/31/2022, DOH-Martin will reduce its CHD Trust Fund Balance from 11.49% in 2020 to 10%. <b>Lead: Administrative Services</b>

## Strategic Priority 5: Regulatory Efficiency

**Goal 5.1:** Establish a regulatory structure that supports the state's strategic priorities related to global competitiveness and economic growth.

Strategy	Objective
 5.1.1 Increase efficiency of Environmental Health regulatory programs.	By 3/31/2022, DOH-Martin will sustain the state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) program of 8 working days to issue a new permit and 2 days to issue an OSTDS repair permit in 2020. <b>Lead: Environmental Health Program Office</b>

Symbols indicate that the strategy/objective is one of the seven agency priority objectives.



## Review Process

Reviews of the strategic plan take place during DOH-Martin’s Performance Management and Quality Improvement Council meetings. Quarterly, the lead entity for each objective provides updates on objectives that are not on track, not completed, or require a decision. Annually, the leads report progress and status for all objectives.

## Summary of Revisions

On 02/12/2020, and 05/12/2021 the DOH-Martin PMQIC conducted an annual review of the strategic plan. The council discussed progress achieved and obstacles encountered for each objective.

The table below depicts revisions to objectives from the June 2020 and June 2021 review.

06/19/2020 Revisions		
Objective Number	Revisions to Objective	Rationale for Revisions
#1.1.1	By 3/31/2022, DOH-Martin will increase the number of women beginning prenatal care in the 1 <sup>st</sup> Trimester from 73% to 74% (FL. Charts)	Previous target met new target established
#2.1.1	DOH-Martin will establish a new diabetes education and prevention program and provide 4 classes per year and reach total of 75 residents in the Goldengate Community through 3/31/2022.	Objective added to meet need for diabetes and prevention education
#3.1.4	By 3/31/2022, DOH-Martin will decrease current inhaled nicotine** prevalence in adults from 10 (FL Charts) to 9 %.	Previous target met new target established
#3.1.2	By 3/31/2022 DOH-Martin will achieve or exceed at least seven out of eight of the SMART expectation measures for the EPI program	Revised per revised state standard
#1.1.1- #5.1.1	Due to reprioritization of critical priorities during the COVID-19 pandemic; all objectives have been extended to 3/31/2022.	Plan has been extended for 1 year to effect adequate time for the 2022- 2025 strategic planning cycle.

# Strategic Action Plan Alignment

Updated 06/07/2021



## Objectives

PHAB 5.3.2.A.c, g: The strategic plan must include the health department’s objectives with measurable and time-framed targets (expected products or results). It must also include linkage with the health improvement plan and the health department’s quality improvement plan. The strategic plan need not link to all elements of the health improvement plan or the quality improvement plan, but it must show where linkages are appropriate.

### Priority 1: Health Equity

**Goal 1.1:** Ensure Martin County communities will have opportunities to achieve healthier outcomes.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
1.1.1 By 3/31/2022, DOH-Martin will increase the number of women beginning prenatal care in the 1 <sup>st</sup> Trimester from 73% in 2018 to 74% (FL. Charts Birth Rate Per 1000 Total Population by Year of Birth by Trimester Prenatal Care Began).	73% <i>As of 12/31/18</i> <i>FL. Charts</i>	75%	Priority 2 Maternal & Child Health	Access to Services	Customer Engagement	Customer Engagement	Goal 1.1	3/31/2022	Community Health
1.1.2 By 3/31/2022, DOH-Martin will promote model policies and practices with focus on eliminating health gaps by increasing Public Health and promotional events from 6 events per calendar year in 2019 to 8 events per calendar year.	6 per calendar yr. <i>As of 12/31/19</i>	6	Education & Awareness	Education & Awareness	Customer Engagement	Customer Engagement	Goal 1.1	3/31/2022	PIO/ Community Health
1.3.1 By 3/31/2022, DOH-Martin will increase the number of new employees completing social determinants of health training from 90% in 2019 to 100%.	90% <i>As of 12/31/19</i>	100%	Priority 1 Health Equity	Education & Awareness	Workforce Development	Workforce Development	Goal 1.1	3/31/2022	HR Training and Development

# Strategic Action Plan Alignment

Updated 06/07/2021



## Priority 2: Long, Healthy Life

**Goal 2.1:** Increase healthy life expectancy, reduce health disparities to improve the health of all groups in Martin County.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
2.1.1 By 3/31/2022, DOH-Martin will establish a new diabetes education and prevention program and provide 4 classes per year and reach total of 75 residents in the Goldengate community.	0 New Program <b>Start date 6/30/2019</b>	Residents 75	Priority 8 Chronic Diseases	Healthy Weight	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2022	Community Health
2.1.2 By 3/31/2022, DOH-Martin will sustain nutrition education classes at the current level of 19 Health Ambassadors in 2019 participating in adopting healthier food choices at the Indiantown KinDoo Center.	19 <b>As of 12/31/19</b>	19	Priority 5 Healthy Weight	Healthy Weight	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2022	Community Health
2.1.3 By 3/31/2022, DOH-Martin will sustain oral health education and screenings services for children in grades Kindergarten, 2 <sup>nd</sup> , 3 <sup>rd</sup> and 5 <sup>th</sup> at 1800 services per year provided in	Services 1800 per FY <b>As of 06/30/19</b>	Services 1800	Education & Awareness	Education & Awareness	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2022	Dental Program
2.1.4 By 3/31/2022, DOH-Martin will decrease the rate of Child passengers ages 1-4 injured in motor vehicle crashes in Martin County from the rate of 70.9 in 2019 to the rate of 67.36 (FL. Charts count child passengers ages 1-4, 3-Year Rolling).	Rate 318 <b>As of 12/31/19 FL. Charts</b>	302	Priority 4 Injury, Safety & Violence	School Health	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2022	EH Program Office
2.1.5 By 3/31/2022, decrease the number of HIV cases in Martin County rate of 9.0 in 2018 to the rate of 8.6 (Fl. Charts).	15 <b>As of 12/31/18 FL. Charts</b>	14	Priority 7 STDs & Infectious Diseases	Education & Awareness	Customer Engagement	Customer Engagement	Goal 2.1	3/31/2022	HIV Program

# Strategic Action Plan Alignment

Updated 06/07/2021



## Priority 3: Readiness for Emerging Health Threats

**Goal 3.1:** Demonstrate readiness for emerging health threats in Martin County.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
3.1.1.A - By 3/31/2022, DOH-Martin will sustain the number adolescent health TDAP immunizations at 230 immunizations provided in 2019.	230 <i>As of 06/30/19 FL. Shots</i>	230	Priority 3 Immunizations	School Heath	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2022	Immunizations
3.1.1.B - By 3/31/2022, DOH-Martin will sustain the number of clients (13-17 years of age) who have completed the first dose of the Human Papilloma Virus at 20.5% in 2019.	20.5% <i>As of 06/30/19 FL. Shots</i>	20.5%	Priority 3 Immunizations	School Heath	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2022	Immunizations
3.1.2 – By 3/31/2022, DOH-Martin will increase the number of SMART expectation measures for our EPI program from 7 in 2019 to 8.	7 <i>As of 12/31/19 State Indicator</i>	7	Priority 7 STDs & Infectious Diseases	Education & Awareness	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2022	EPI Program
3.1.3 - By 3/31/2022, DOH-Martin will decrease the number of adults who are current smokers in Martin County from 10% in 2016 to 9%. (FL. Charts, Martin County Behavioral Risk Factors).	10% <i>As of 12/31/16 FL. Charts</i>	9%	Priority 8 Chronic Diseases	Education & Awareness	Customer Engagement	Customer Engagement	Goal 3.1	3/31/2022	Tobacco Free Partnership of Martin County

# Strategic Action Plan Alignment

Updated 06/07/2021



## Priority 4: Effective Agency Processes

**Goal 4.1:** Establish a sustainable infrastructure, which includes a competent workforce, standardized business practices and effective use of technology.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
4.1.1- By 3/31/2022, DOH-Martin will create and implement a workforce development plan that contains the necessary requirements from the Public Health Accreditation Board listed in Standards 8.1 and 8.2.	<b>Due date 9/30/20</b>	Complete Plan	WDP is aligned with SHIP	WDP is aligned with CHIP	Workforce Development	Workforce Development	Goal 4.1	3/31/2022	HR Training Coordinator
4.1.2 - By 3/31/2022, DOH-Martin will reduce its CHD Trust Fund Balance from 11.49% in 2020 to 10%.	11.49% <b>As of 02/29/20 Admin Snapshot</b>	6-11%	Budget Alignment	Budget Alignment	Budget Alignment	Budget Alignment	Goal 4.1	3/31/2022	Finance & Accounting

## Priority 5: Regulatory Efficiency

**Goal 5.1:** Establish a regulatory structure that supports the state's strategic priorities related to global competitiveness and economic growth.

Objective	Baseline Value	Target Value	SHIP Alignment	CHIP Alignment	Agency PMQI Plan Alignment	Local PMQI Plan Alignment	Strategic Plan Alignment	Due Date	Responsibility
5.1.1 - By 3/31/2022, DOH-Martin will sustain the state performance indicator goal for the Onsite Sewage Treatment and Disposal Systems (OSTDS) program of 8 working days to issue a new permit and 2 days to issue an OSTDS repair permit in 2019.	8-Bus. Days New 2-Bus. Days Repair <b>As of 12/30/19 State indicator</b>	8 2	EH Alignment	EH Alignment	Customer Engagement	Customer Engagement	Goal 5.1	3/31/2022	EH Program Office